

# Highways Transformation

**Context and current performance**

**Challenges**

**Enablers and workstreams**

**Key progress elements**

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Accountable

Integrity

Empower

Respect

Excellence



# Context & Performance

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# Revenue £24.5m

# Capital £25.6 +£10m

- Routine maintenance (safety defects, gangs)
- Winter maintenance & Emergencies
- Environmental (grass, verges, trees)
- Safety maintenance (signs & lines)
- Drainage (gullies, grips, minor repairs)
- Bridges & structures (inspections & general maintenance)
- Street lighting
- Public Rights of Way
- Staffing (highways, customer & PROW)

## Structural Maintenance

- Carriageways, footways & cycleways
- Bridges, structures, landslips
- Drainage
- Street lighting & Traffic signals

## Integrated Transport

- Road Safety (prioritised data sites)
- Cycle routes & accessibility
- Public transport infrastructure
- Parking schemes

**Current Highway Asset standstill figure approximately £44m**

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# Policy performance

- Band 3 Asset Management – DfT Incentive Questionnaire (highest available)
- Band 2 Active Travel England assessment (only 5 authorities higher)
- ISO440001 with Ringway and Atkins collaboration.
- Road condition indices above average
- Exemplar defect repair against policy
- APSE performance management group rating 'Good' for approach and code of practice
- Exemplar claims defence
- NHT survey – overall middle of the pack
- Strong overall performance

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# Operational performance

- **Defects** – excellent performance against policy - claims continues as exemplar nationally.
- **Public / Parish Contact** – Contact levels continue to be high but are managed and met
- **Members** – more active and more visible, member events diarised.
- **Staff** – more engaged, managers more visible, teams back in the office, EE&I away days.
- **NSIP** – Arle Court underway, J10 Early Contractor involvement awarded
- **Major schemes** – WCTIS complete; Cycle ongoing, Llanthony near completion.
- **Investment** - £8m Active Travel funding. Active Travel England band 2.
- **Annual resurfacing programme** – on track and 2023 record year.
- **Road safety** – Policy in place, CSW phases 1 and 2 delivered.
- **Bus services** – extremely challenging situation continues to be carefully navigated
- **Emergency management** - Winter, adverse weather, incidents

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# Challenges

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# Challenges

- NHT survey – below average on highways maintenance elements
- Lower than standstill Government investment
- Over 25,000 public contacts + direct emails to area teams
- 95,000 days 'highway works' of which 80% is utilities
- Increased instances of adverse weather on an aging network
- Industry inflation around 15%
- The Council's most publicly and politically visible services
- Current high workload on network defect repair

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# Workload pressures

- Operational delivery with current gang numbers
  - Safety defects and current peaks
  - Minor works
- No funding beyond safety defects
- General levels of customer contact
- LHM inboxes and operational capacity to support them
- Staff recruitment and retention, aging workforce
- Parish and member expectation levels
- TRO delivery
- 3<sup>rd</sup> party works on network, management and proactivity
- Bypassing of current contact process

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# Enablers and workstreams

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# Enablers

- HR and staffing
- Comms and Engagement
- IT and systems
- Underpinned by
  - Data
  - Policies
  - measurement



# Workstreams

- Customer Journey
- Non-safety defects
- Minor works
- TRO's
- Road condition
- Street works

# Enabler Workstreams

**People and HR:** Focused on ensuring that our teams are at full complement, giving capacity to deliver a good service. We are also reviewing structures and retention to ensure we are offering dynamic roles, attractive to potential candidates and provide career progression. We want to attract people with the right skills and then grow and retain those skills.

**Communications and Engagement:** Looking at ways we can engage and communicate with the public to allow us to be more transparent and improve general perception of the service. We will review and improve our 'standard' responses, find out how the public thinks we can improve and share our 'good news' stories.

**ICT and Systems:** Looking at how ICT and systems can better support the service enabling improvement and efficiencies to service delivery. Ongoing improvement in Corporate ICT has a role here.

**Data, Measurement and Policies:** Focused on filling the gaps we have in data and policy and making sure appropriate measuring mechanisms are in place.

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# Operational Workstreams

**Customer Journey:** Improvements to our customers' journey and making their contact with us as positive as it can be. Improve automation, self serve, plain english and empathy

**Non-safety defects:** Address non-safety defects, whilst ensuring we meet liability requirements. Improve effectiveness and efficiency of each visit, learn from other and trial new approaches

**Minor works:** Review how we undertake minor works and what improvements can be made to programme delivery and certainty. Options for community gangs and Parish Stewards

**Traffic Regulation Orders:** Improve the resourcing of TRO delivery, improve and clearly define process and make the service more transparent to Members

**Road Condition:** How we manage overall road condition and use industry innovation

**Street Works:** Review process, investment options and improvements to manage and enforce.

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# Key progress

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# Defect Recovery Plan

Safety defects outstanding on the network (13/7/23 11:35) – 2604

- Safety defects completed in current financial year (13/7/23 11:35) – 12669
- 28 no. defect gangs working across network up to w/e 21/7/23
- 8 no. additional find and fix gangs working across network – at sites directed by local teams/knowledge. Find and fix gangs using ‘cold’ material to speed up process and reduce waste/waste costs. An additional 2 no. released defect gangs have been redeployed to find and fix.
- Repairs by find and fix gangs total:
  - w/c 5/6/23 - 902 non-safety defects
  - w/c 12/6/23 – 594
  - w/c 19/6/23 – 873
  - w/c 26/6/23 - 1101
  - w/c 3/7/23 - 964
  - w/c 10/7/23 up until close on wed 12/7/23 - 693
  - Running Total = 5127 repairs which have been treated early

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- Spray injection patching (SIP) machine began on network 13/6/23.
  - Additional machine from 17<sup>th</sup> July, but pursuing bringing forward to 10<sup>th</sup>
  - Base Lane, Sandhurst – 3 days - 162
  - Mussel Lane, Sandhurst – 2 days – 22 (many potholes so done as large patches)
  - Sawpits Lane, Apperly – 1 day -1 (many potholes so done as large patch)
  - Sandhurst Lane, Sandhurst – 3 days - 197
  - Naas Lane, Quedgley – 1 day - 60
  - Four further days/sites around Sandhurst Lane and Naas Lane continue to be addressed – kit operational again on 11/7/23.
- Safety inspections – safety inspectors who are picking up safety defects, are also identifying non-safety defects within the same traffic management zone. This data is very much in its infancy but around 40% of safety defects identified also have non-safety defects in the immediate vicinity. There is a meeting on 18/7/23 with the team to look at this in more detail.
- Hand lay patching – 8 week programme (2 weeks per area) – 4 weeks complete in Northern and East, now moving to West area.

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# Progress to date

- Recruitment to key roles and restructures underway
- Programme and Communication Leads employed
- Replacement of current 'Report It' system with Fix My Street underway.
- Operational and communications best practice learning undertaken.
- Review of standard response templates underway (inc claims letter).
- Agreed allocation for the £3.9m DFT Pothole Funds.
- Mapped the online reporting journey and identified areas to be improved.
- Engagement and communications plan underway.
- Current defect focus progressed alongside options for non-safety defects.
- Monthly reporting on TRO's and scheduled member TRO seminar

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# Next steps

- Advertise and recruit to vacant / restructure roles.
- Launch Fix My Street by September 2023.
- Continued changes to letter templates and customer reporting journey in line with Fix My Street launch.
- Ongoing board approval regarding defect focus and proposals to address non-safety defects.
- Promote our 'good news' and engage with the public on what good looks like to them.
- Plan the 2024/25 resurfacing programme.
- Scope workstreams not yet initiated.

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